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## RECOVERY EMOTIONS ON PERCEIVED JUSTICE

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### Abstract

Recovery service failures can affect a greater failure if not handled properly. The aim of this research was to examine the influence of pre and post-recovery inclinations in services. Data were collected using a questionnaire distributed to 216 respondents who have used the services retail market and then experienced a service failure followed by a recovery service. Positive and denying inclinations post-recovery are the dependent variables, while the hardness of service failure, the pre-recovery inclinations and perceived fairness other variables major variable. Eight hypotheses were tested using structural equation modeling analysis with the aim to clarify the relationships between variables. The results show that the post-recovery of positive or negative inclinations are influenced by the severity of the failure of the service, but the influence is mediated by the second pre-recovery inclinations. Meanwhile, there is no mediating influence of perceived justice on the inclinations of pre-recovery and post-recovery. This research implies that, during recovery services, service providers must simultaneously consider the positive and negative inclinations. In addition, managers should also consider the depth of the hardness of service failure to determine the pre-recovery inclinations. Selection of the type of recovery will have an impact on the perceived justice so that providers have to respond better to inclination to recovery.

**Keywords:** service failures; consumer behavior; service recovery; ; perceived justice; and severity of failure

### INTRODUCTION

A company that is engaged in a service is inseparable from the problems that will occur during the concoct of its service delivery. Hyunju, Alexander, Mothersbaugh, & Reynolds (2017) suggest that every service delivery has its own unique characteristics and highly dependent on the core service provided. For this reason, the differences in the services provided will require different handling as well (Shangzhi, Mimi, Anna, & Wan, 2018). The service failure can be caused by human resources error (i.e. employees) as well as by non-human resources error (Chan & Lin, 2017).

Service failure can affect the loss of customer's trust and commitment, a denying recommendation by word of mouth (WoM) and customer discouragement (Menguc, Auh, Yeniaras, & Katsikeas, 2017). Effective complain handling can improve customer complacency (Varela-Neira, Vázquez-Casielles, & Iglesias, 2010; and Ki & Antonio, 2018). This study tested the effectiveness of service recovery that can increase customer complacency (Balmer & Chen, 2017), customer loyalty and positive WoM (Mobin, Imran, & Zillur, 2016). Confirming to Varela-Neira et al., (2010), customer complacency is obtained when the customer perceives

that feels justice has been served after filing a grievance against the service provider. Post-grievance customer complacency levels were significantly influenced by perceived justice (Shangzhi et al, 2018).

When inaccuracies in human resources are caused by good or bad moods, responses that occur right after failure occur when service providers try to deal with failures through various recovery strategies. Previous research focused on denying inclination after service recovery. However, customers can also feel a positive tendency after a good recovery (Maxi & Christian, 2018). This research focuses on twain denying and decisive inclination after service recovery. In addition, an analysis was also carried out on the mediating role of inclinational pre-recovery.

## LITERATURE REVIEW

### Service Failure

Khadija, Sivakumar, Jayasimha, & Shubhamoy (2018) define service failure as a failure in the delivery of services or a service that does not meet customer's expectations. Service failure occurs when the result of inadequate delivery of services or concoct that do not affect service delivery is in line with expectation (Gelbrich, Gäthke, & Grégoire, 2016; Seung, 2018). It is also defined as a mistake, problem or error that occur during service delivery (Tarofder et al., 2017). Moreover, it's a part of the customer's perception that there is a certain aspect of the delivery of services that do not meet expectations (Balmer & Chen, 2017; Cansu, Bengu & Oznur, 2018). A service failure, simply defined, is service performance that fails to meet a customer's expectations. Typically, when a service failure occurs, a customer will expect to be compensated for the inconvenience in the form of any combination of refunds, credits, discounts or apologies (Sengupta, Balaji, & Krishnan, 2015).

Albrecht, Walsh, & Beatty (2017) revealed that the service failure can occur in various forms. The first form is utilitarian service failure, which means that service failure results in economic losses such as loss of money, time, or an object. The second form is symbolic service failure, which means failure of psychological and social resources, such as status, respect, and empathy. However, Hyunju et al., (2017) divided it into psychological and tangible failure. A psychological failure is a form of failure associated with expression of senses that is related to customer's senses and inclinations regarding the fulfillment of their needs. Whereas, tangible failure is due to incompatibility of services that can be measured with the economic losses (Hsin-Hui, Wan-Chu, Yi-Shun, & Yen-Min, 2018; Seung, 2018)

When the service failure occurs, the customer can take two main steps, namely, take action or do nothing (Shangzhi et al, 2018; Hyunju et al., 2017). Whereas, take action can be divided into three set of actions (1) filing a grievance to the service provider which gives them an opportunity to make improvement for service failure and perfect service recovery in order to keep customers loyal (2) complaining to a relative or friend by giving denying WoM about the service provider and (3) filing a grievance to a third party service provider such as the government bureaus, customer institutions or lawyers (Brozovic, Nordin, & Kindström, 2016; Cansu, Bengu & Oznur, 2018). Do nothing is defined as a passive action of customers. In this

case, customers can choose to remain with the old service provider or switch to another service provider, without filing a grievance (Jaemun & SooCheong, 2018).

### **Service Recovery**

Chia-Ching, Yung-Kai, & Yu-Chi (2014) define service recovery as actions taken in rejoinder to the failure of the service provided by the company. Brozovic et al., (2016) stated that service recovery serves as a reaction from the company towards customer grievance s with the hope to satisfy them. Service recovery leads to actions taken by the service provider shown to customers regarding the grievance s against the service failure received (Bambauer-Sachse & Rabeson, 2015; Keiningham, Morgeson, Aksoy, & Williams, 2014). It was also identified as one of the keys to achieving customer loyalty. Recovery effort with success is the key to customer retention (Seung, 2018) as well as minimization of costs toward customer rejection and denying WoM (Seawright et al., 2008). Accordingly, it can be concluded that service recovery is a company's reaction towards customers' grievance s that is performed in order to provide customer complacency.

Maxi & Christian (2018) revealed that the form of service recovery given by service provider can be done in several steps. The first step is called threat or imperilment phase which is given to the customer who has a novel thought of leaving the company by discontinuing their purchase or use of the company's products. The second step is called destruction phase which is given to customers who have decided to no longer purchase and use the products as well as for those who have decided to revoke their membership. The last step is called abstinence phase which is given to customers who have decided to never purchase and use the products as well as any other related products. These customers will also suggest and encourage other customers not to consume or purchase the products.

Kashif, Zarkada, & Thurasamy (2017) identified that the actions taken by a company as a responsibility toward service failure are referred to as service recovery strategy. In the service recovery concoct, a customer is always balancing between inputs invested with the results obtained during recovery. These results will then be compared with input and output of the service provider (Briggs, Kalra, & Agnihotri, 2018). This concept follows the equity theory which states that justice is equality, occurs when people receive the same level of utility with an assumption that this level can be measured and compared (Hung-Yue, 2018).

### **Perceived Justice**

Justice is deontology about how to make the decision (Hung-Yue, 2018). The basis of the sense of justice based on social and culture of how people think, feel, and behave. Justice is perceived when what people receive is similar and comparable with what is accepted by others.

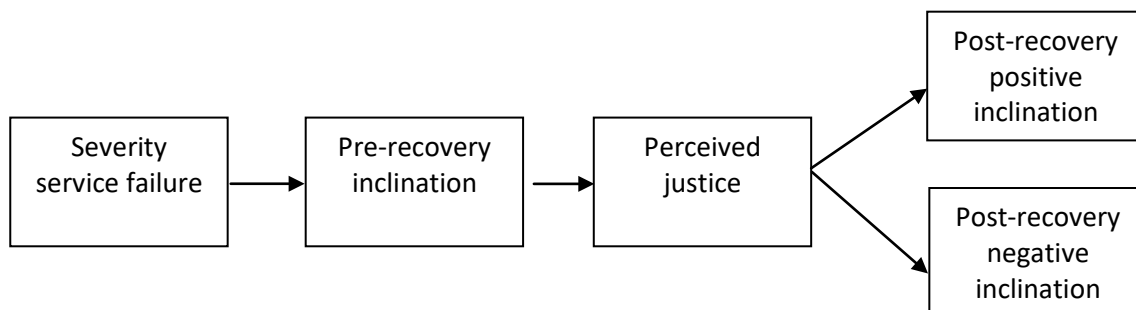
The concept of justice is also referred to as perceived justice theory advanced by Haoyang, Fangwei, Ole, & Peng (2018). The justice theory and perceived justice can be distinguished in three dimensions: distributive, procedural, and interactional. Several research have been examine effect perceived justices on service recovery (Hung-Yue, 2018). Distributive justice explains how resources and perception of the outcome of exchange are

allocated (Adams, 1965; Aurier & Siadou-Martin, 2007). Procedural justice explains how decisions are made and how conflicts are resolved (Jaime, Tao-Sheng, Wen-Hai, & Che-Wei, 2017; Hung-Yue, 2018). Interactional justice describes a flow of information during an exchange and how results are communicated (Jaime et al., 2017) inclination.

Inclination is one of the most important outcomes in service recovery (Khadija et al., 2018). When consumers are directly involved in service, consumers can show their bad inclinations like hatred and apathy, but also can show positive inclinations like happiness and love. Thus, researchers are increasingly focusing on the role of inclinations in non manufacturing industry (McColl-Kennedy, Patterson, Smith, & Brady, 2009; Nitika, Jeffrey, & Vikas, 2017). Consistent with Ciorciari & van Laer (2018), hatred and apathy, expressed by the consumers, strongly influences retaliatory reactions from service provider and this denying sense is intensified by insensible recovery efforts.

Inclination a cognitive interpretation of inclinational stimuli that comes either from outside or inside the body (Arnold, 1960; Ellis, 1962; Gordon, Ciorciari, & van Laer, 2018). Based on this theory, cognitive interpretation concoct in inclination is divided into two steps: primarily, stimuli interpretation from the environment and secondarily, stimuli interpretation that results from instinctive nervous arousal felt as changes in bodily sensations. Both theories place great emphasis on the importance of the internal stimuli in inclination experience. However, the concoct precedes a cognitive interpretation of the stimulus which is more important than the internal stimuli itself.

In a service industry, delivery of a good service quality is a matter of what the company wants to do. The company which has oriented to providing good quality service can create a good brand image (Khadija et al., 2018). Failure often occurs unintentionally, thus, when it occurs, service recovery is needed so that the relationship between company and customer is recovered and complacency is achieved. The service recovery concoct will be considered when both parties are satisfied and fair. Perceived justice will bring inclination impact for customers. Nowlin, Walker, Deeter-Schmelz, & Haas (2018) state that inclination is one of the most important outcomes in service recovery. During the recovery concoct, Khadija et al., (2018) suggest that customer will express inclinations in various forms; it can either be positive or negative inclinations. The research model below underlies the theory of this study (Figure 1).



**Figure 1**  
**The Research Model**

### Hypothesis development

Service sectors are labor intensive, refers to a process or industry that requires a large amount of labor to produce its goods or services. Hence, service failures are performance that fails to meet a customer's expectations, it is impossible to ensure a hundred percent error-free service (Hyunju et al., 2017). In order to handle service failures effectively, recovery strategies, and the influences of these strategies should be analyzed by service providers vigilantly.

One of the frequently analyzed issues in service recovery, literature is the austerity of service failure which is defined by Hess (2008) as the magnitude of loss that customers experience due to the failure. As the austerity of service failure increases, customers will perceive a greater loss even if a sufficient recovery has taken place (Maxi & Christian, 2018). In other words, as the size of the loss due to a failure gets larger, the customer will view the exchange as more inequitable which will eventually lead to discouragement (Albrecht, Walsh, Brach, Gremler, & van Herpen, 2017) and development of more denying senses toward the service provider. Mobin et al., (2018) states that as the austerity of service failure increases, the tendency to spread denying WOM also increases due to the denying inclinations experienced after the service failure. As a result, in pursuit of hypotheses were formed:

H1: The severity of service failure has a positive influence on post-recovery positive inclination.

H2: The severity of service failure has a positive influence on post-recovery negative inclination.

Denying inclinations after service failure are not created by the event itself, rather it is formed from customer's appraisements about the causes of the failure. Additionally, the initial state of the consumers (i.e. pre-recovery inclinations) will take part in customers' appraisements and inclinations after service recovery (Parkinson, Russell-Bennett, & Previte, 2018; Briggs et al., 2018). Thus, it is expected that pre-recovery inclinations will be affecting the relationship between austerity of service failure and post-recovery inclinations. On the basis of these arguments, in pursuit of hypotheses were formed:

H3: Pre-recovery inclination mediated the positive influence on severity service failure and post-recovery positive inclination

H4: Pre-recovery inclination mediated the positive influence on severity service failure and post-recovery negative inclination

Service providers attempt to reduce the denying inclinations through an effortful recovery concoct that deems successful. Even though some subject (Auh, Menguc, Spyropoulou, & Wang, 2016; Varela-Neira et al., 2010; Wallin, 2000) have found no significant relationship between denying inclinations before recovery on complacency with service recovery, it is stated that denying inclinations such as regret and disappointment increases the discouragement with the service provider (Hübner, Wagner, & Kurpjuweit, 2018).

Haoyang et al., (2018) established that recovery efforts which cause denying inclinations are much more critical than failures that do not give rise to denying inclinations.

For example, some of the academic field have specifically analyzed the influences of anger caused by service failure (Wang, Hsu, & Chih, 2014; Parkinson et al., 2018). Nevertheless, denying inclinations are experienced after effective service failure serve as an important aspect of customer's post-recovery appraisements. Without a doubt, inclinations serve as significant components in post-recovery appraisements. Accordingly, in pursuit of hypotheses were formed:

H5: Pre-recovery inclination has a positive influence on post-recovery positive inclination.

H6: Pre-recovery inclination has a positive influence on post-recovery negative inclination.

Service recovery is stated to have an important role in achieving satisfaction after service failures (Jaime et al., 2017; Hung-Yue, 2018). Justice theory becomes relevant within service recovery concoct as a natural perception of inequality is felt during the concoct (Jaime et al., 2017) and customer complacency is influenced by perceived justice (Varela-Neira et al., 2010; Mostafa, Lages, Shabbir, & Thwaites, 2015; Hübner et al., 2018).

Within the area of service recovery, perceived justice is increasingly identified as a key influence in the formation of consumers' evaluative judgments of the recovery concoct (Hwang, Kang, & Youn, 2016). Consequently, if service failure cannot be wholly eliminated, then understanding the concoctes of service recovery and the way in which consumers respond, can be of considerable value in managing organizational performance (Nowlin et al., 2018). Various subject have documented the influences of perceived justice on inclinations within service recovery concoct (Briggs et al., 2018). Point out that appropriate rejoinder to the identified denying inclinations of customers will lead to an increased service encounter complacency.

Edelman & Knippenberg, (2018) clarify that customers express inclinations as stated in the perceived justice which is known as customers' justice through inclinations. The expression of positive inclinations after the service recovery depends on the efforts performed by the service provider (McColl-Kennedy et al., 2009; Nitika et al., 2017). Additionally, Samiha, Nizar, & Abdelfattah (2018) have documented that perceived justice is significantly associated with post-recovery positive and negative inclinations. Even though the influences of perceived justice on inclinations after recovery are evident, these research do not empirically analyze the possible mediating role of perceived justice. Thus, the hypotheses associated with perceived justice are as follows:

H7: Perceived justice mediated the positive influence on pre-recovery inclination and post-recovery positive inclination

H8: Perceived justice mediated the positive influence on pre-recovery inclination and post-recovery positive inclination

## RESEARCH METHOD

In order to examine pre-recovery and post-recovery inclination services, data analysis is carried out by using a multivariate statistical technique known as Structural Equation Model (SEM). Conforming to Ghozali & Fuad (2008), data analysis techniques using SEM is carried out to describe more thoroughly the relationship between variables. SEM is used instead to

design a theory but rather intended to check and justify a model. Within this study, there were 230 respondents used as samples where 216 of these respondents have experienced a service failure whereas the rest have not experienced such an event. Hair, Black, Babin, & Anderson (2010) suggested that a minimum sample size in SEM is between 100 to 200 or a minimum ratio of 5 and a maximum of 10 observations for each estimated parameter. Based on this information, it can be assumed that criteria for the sample size have been met and are considered as a representative of the population of retail market service consumers who have experienced failure in service.

Consistent with Ghazali & Fuad (2008), confirmatory factor analysis (CFA) is a model that contains pure measurement model. The goal is to identify the exact model that describes the relationship between a set of items with construct being measured by the item. One way to determine whether or not to perform the analysis of the correlation matrix of factors is seen as a whole. To test whether there is a correlation between variables used KMO and Bartlett's Test on table 1.

**Table 1**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.69
Bartlett's Test of Sphericity Approx. Chi-Square	5366.80
Df	528
Sig.	0.00

Source: Data Processed

Based on the calculation above, the KMO Measure of Sampling Adequacy (MSA) for all three variables were significant at the 0.69 level of 0.00 ( $\alpha = 5\%$ ). These results indicate that the statement items build variable for testing construct validity. Here are the results of testing the validity of entire statement items in table 2.

**Table 2**  
**Test of Validity and Reliability**

Constructs	Indicators	Anti-Image Correlation	Cronbach's alpha
austerity Service Failure	KKL1	0.79	0.84
	KKL2	0.81	
	KKL3	0.74	
	KKL4	0.76	
	KKL5	0.80	
	KKL6	0.71	
Pre-Recovery Inclination	EMPRER1	0.67	0.73
	EMPRER2	0.63	
	EMPRER3	0.85	
	EMPRER4	0.65	
	EMPRER5	0.70	
Perceived justice	PK1	0.79	0.75
	PK2	0.71	
	PK3	0.74	

	PK4	0.67	
	PK5	0.69	
	PK6	0.76	
	PK7	0.78	
	PK8	0.63	
	PK9	0.60	
	PK10	0,58	
	PK11	0.84	
	PK12	0.65	
	PK13	0.80	
	PK14	0.56	
Post-recovery positive inclination	EPORPOS1	0.54	0.88
	EPORPOS2	0.67	
	EPORPOS3	0.87	
Post-recovery negative inclination	EPORNEG1	0.54	0.78
	EPORNEG2	0.61	
	EPORNEG3	0.55	
	EPORNEG4	0.67	

Source: Data Processed

Based on table 3 below, it can be seen on the absolute measure fit chi-square value, the main requirements have not been representative ( $\chi^2=3263.90$ ,  $p < 0.05$ ) for the goodness of fit test. Thus, it can be concluded that this model does not meet the criteria for goodness of fit. But it is known that the SEM is affected by the number of samples used in the study, which means that the larger the number of respondents, the better the results would be. Hence, SEM provides an alternative for the goodness of fit through other criteria measures such as absolute fit ( $RMSEA = 0.17 < 0.08$ ). Additionally, GFI has a value of 0.51 ( $< 0.9$ ) and AGFI value of 0.43 ( $< 0.9$ ). Thus, it can be concluded that this model does not meet the criteria for goodness of fit test.

**Table 3**  
**The Goodness of Fit Test**

Measurement of Goodness of Fit	Criteria	Value	Decision
Chi-Square <sup>2</sup>	Small Expected	3263.90	Unacceptable Fit
P-Value	0.05 or above 0.05 minimum	0.00	Acceptable Fit
GFI	> 0.9 or closes to 1	0.51	Unacceptable Fit
RMSEA	< 0.08	0.17	Unacceptable Fit
AGFI	> 0.9 or close to 1	0.43	Unacceptable Fit
NFI	> 0.9 or close to 1	0.40	Unacceptable Fit
TLI	> 0.9 or close to 1	0.38	Unacceptable Fit
CFI	> 0.9 or close to 1	0.43	Unacceptable Fit
Normed chi-square <sup>2</sup>	lower limit 1, the upper limit of 2,3, or 5	7.16	Acceptable Fit

Source: Data Processed

Criteria based p-value and parsimonious fit measure with neither see normed chi-square value of 7.16 (upper limit of eligible lower and upper limit of 5). Overall it can be



concluded that this model is still marginally declared eligible to be used as a tool to confirm the theory which has been built based on existing observational data or it can be said that this model is.

## RESULT AND DISCUSSION

Hypothesis testing is done by performing SEM and comparing p-value with  $\alpha = 5\%$ . Based on Table 4, it can be seen that testing H1, H2, H5, and H6 which are direct influences of the individual test shows a positive and significant influence. austerly service failure has a significantly positive influence on post-recovery positive inclinations. It is seen from the path coefficient which is positive 0.39 with significant probability p-value 0.00 which is less than 0.05. Consumers who are disappointed due to service failure could pose considerable impact for the company; to that end, service recovery is crucially needed.

The existence of a good service recovery can diminish consumer's sense of loss due to service failure. Although the austerly of service failure has a significantly positive influence on post-recovery positive inclinations, evidently the austerly of service failure has no positive influence on post-recovery negative inclinations. It can be seen from path coefficient value which is 0.14 ( $p = 0.00$ ).

Pre-recovery inclination has a significantly positive influence on post-recovery positive inclinations with path coefficient value of 0.48 ( $p = 0.00$ ). On the other hand, the pre-recovery inclination did not have a positive influence on post-recovery negative inclinations. When the service failure occurs and grievance are filed by the service provider, anger and disappointment are common and natural inclinations exhibited by the consumers. In order to handle the situation, the first step that should be taken by the service provider is to apologize for service failure, show friendlier attitude and accept any customer. The existence of such an act would, at least, reduce the disappointment and anger. The next step taken is to provide service recovery in accordance with the level of damage experienced by the customer. In this case, it can be concluded that service failure not only leads to denying inclinations but also rises positive inclinations during the recovery concoct. Only then, the company is able to give complacency or provides compensation in accordance with the austerly of damage experienced by the customer.

**Table 4**  
**Test of Direct Effect SEM**

Hypothesis	Estimate (R <sup>2</sup> )	P-Value	Decision
H1: The severity of service failure has a positive influence on post-recovery positive inclination.	0.39	0.00	Hypothesis supported
H2: The severity of service failure has a positive influence on post-recovery negative inclination.	-0.14	0.00	Hypothesis not supported
H5: Pre-recovery inclination has a positive influence on post-recovery positive inclination.	0.48	0.00	Hypothesis supported
H6: Pre-recovery inclination has a positive influence on post-recovery negative inclination.	0.24	0.03	Hypothesis not supported

Source: Data Processed

Table 5 shows an indirect influence of independent variables on dependent variable for hypothesis H3, H4, H7, and H8. In this case, to see the influence of austerity service failure on post-recovery positive inclinations through pre-recovery inclination, it is necessary to see the direct effect. The coefficient value of austerity service failure toward post-recovery positive inclination 0.10 (positive value), can be concluded that austerity service failure has a positive influence and significant effect ( $p = 0.00$ ,  $p < 0.05$ ) on post-recovery positive inclination through pre-recovery inclination. There is also a significant effect of pre-recovery inclination to post-recovery positive inclination ( $p=0.00$ ,  $p < 0.05$ ). Results prove that there is a significant influence of pre-recovery inclination on post-recovery positive inclination. If both have a significant effect, they are also having a significant indirect relationship.

Likewise, with the H4, where the coefficient value of austerity service failure toward post-recovery denying inclination is 0.04 (positive value), it can be concluded that austerity of service failure has a positive influence and a significant effect ( $p = 0.00$ ,  $p < 0.05$ ) on post-recovery negative inclination through pre-recovery inclination. There is also a significant effect of pre-recovery inclination on post-recovery negative inclination ( $p = 0.03$ ,  $p < 0.05$ ). If both have a significant effect, they are also having a significant indirect relationship.

As for H7, results indicate no positive influence of pre-recovery inclinations toward post-recovery inclinations through perceived justice (coefficient value for H7 is -0.11). Thus, there is no positive influence on post-recovery inclination through perceived justice. However, there is a significant effect of pre-recovery inclinations on perceived justice ( $p = 0.00$ ,  $p < 0.05$ ). As a result, there is a significant influence of perceived justice on post-recovery positive inclinations ( $p = 0.04$ ,  $p < 0.05$ ). In conclusion, both have a significant influence, but H7 is rejected as the coefficient value is negative and pre-recovery inclination does not have a significantly positive influence on post-recovery positive inclination through perceived justice.

**Table 5**  
**Test of Indirect Effect SEM**

Hypothesis	Estimate (R <sup>2</sup> )	P- Value	Decision
H3: Pre-recovery inclination mediated the positive influence on austerity service failure and post-recovery positive inclination	0.10	0.00	Hypothesis supported
H4: Pre-recovery inclination mediated the positive influence on austerity service failure and post-recovery negative inclination	0.04	0.00	Hypothesis supported
H7: Perceived justice mediated the positive influence on pre-recovery inclination and post-recovery positive inclination	-0.11	0.00	Hypothesis not supported
H8: Perceived justice mediated the positive influence on pre-recovery inclination and post-recovery positive inclination	-0.13	0.00	Hypothesis not supported

Whereas coefficient value for H8 is -0.13 (negative value) which indicates that pre-recovery inclination does not have a positive influence on post-recovery negative inclination through perceived justice. However, there is a significant influence of pre-recovery inclination

to perceived justice ( $p = 0.00$ ,  $p < 0.05$ ) and perceived justice to post-recovery negative inclinations ( $p = 0.00$ ,  $p < 0.05$ ). Nevertheless, H8 is rejected as it has a negative coefficient value. To sum up, pre-recovery does not have a significantly positive influence on post-recovery negative inclinations through perceived justice.

The findings of this study extend the understanding of service recovery by using both pre-recovery and post-recovery inclinations. The research hypothesis which states that the depth of the service failure significantly influences post-recovery positive inclinations was proven (H1 accepted). With the receipt of this hypothesis is inversely proportional to the results of previous research (Ozgen & Duman, 2012), which stated that the depth of the service failure had no effect on post-recovery inclinations, both positive and denying. The results of the study showed that the level of depth of service failure had positive a positive and significant impacts on post-recovery positive inclinations. If viewed in terms of tolerance, consumers would tolerate service failure as long as the service provider gave service recovery as a compensation and recovery are deemed appropriate and in accordance with the expectations of consumers. Additionally, during the concoct of recovery services, providers should show friendly attitude and patience as a way of providing responsibility for rejection of H2, which is consistent with previous research, indicates that not all consumers would express denying inclination service failure that occurs as long as the losses suffered can be appropriately overcome and replaced. Gomes, Mellahi, Sahadev, & Harvey (2017) identified that the actions taken in rejoinder to the failure of an organization are known as strategy service recovery. In the concoct of restoration of the service, there should be a balance between customer's inputs invested with the results obtained during recovery, which is then compared with service provider's invested input and output (Briggs et al., 2018). This concept follows the equity theory which states that justice is equally occurs when people receive the same level of utility with the assumption that this level can be measured and compared (Hung-Yue, 2018; Edelman & Knippenberg, 2018).

Customers' input can be defined as money spent and time wasted, whereas customers' output can be defined as service performance or image building. In H3, H4, and H5, the results show that when there is a failure in the services received by the consumer, the consumer will either exhibit positive or negative inclinations. In fact, consumers may accept any failure of these services as long as service providers take responsibility by performing recovery. In addition to replacing the losses that have been suffered by consumers, recovery is also carried out to maintain good relations with customers. Nevertheless, whether the loss suffered by consumers is large or small, recovery is crucially needed as consumers have different personalities and needs that require the different handling as well as service recovery concoct. Consumers would experience positive inclinations if the whole recovery concoct (i.e. from recovery until replacement of losses suffered) meets their expectations.

Additionally, as stated in to the theory of cognitive assessment, intended by Tarofder et al., (2016) the occurrence of denying inclinations after service failure does not rise from the event itself but rather formed by the customer's appraisement of the cause of the failure. In addition, the initial state of the consumer (i.e. pre-recovery inclinations) affects the appraisement concoct as well as post-recovery inclinations (Samiha et al., 2018; Edelman & Knippenberg, 2018)

Meanwhile, H6, H7, and H8 are rejected which suggests that service recovery given to consumers can eliminate denying inclinations as the company respond towards consumer's grievance can make them feel appreciated and valuable. As a result, actions that can be taken from the result of such a service failure on behalf of the company is as such (1) improve the defective product or (2) replace it with a new one.

## **CONCLUSIONS**

The result of this study is divided in four forms. First the austerity of failure has a direct positive influence on post recovery positive inclination and pre-recovery inclination has a direct positive influence on post-recovery positive inclination. Second, the austerity of failure has no direct positive influence on post-recovery negative inclination and pre-recovery inclination has no direct positive influence on post-recovery negative inclination. Third pre-recovery inclination mediates the positive influence on austerity failure and post-recovery positive and negative inclination. Forth, surprisingly perceived justice does not mediate the positive influence on pre-recovery inclination and post recovery positive and negative inclination.

## **IMPLICATIONS**

Based on the result of study that has been conducted, it is set up that the level of depth of service failures positively and significantly influences the positive inclinations post-recovery, as well as with the level of depth of the failure of service to the positive and negative inclinations through inclination pre-recovery, as well as the inclinational pre-recovery to positive inclinations post-recovery. Policy implication that can be delivered to the perpetrators of the service provider is providing fast service rejoinder and immediate recovery in accordance with consumers' expectancy. The other policy implication is not to incur losses for the second time because when consumers are dissatisfied or experience losses from the services provided, the consumers will be disappointed. Continuation of these disappointments can affect consumer's loyalty which leads to discontinuation in use of services and shift to competitor's services. In this study, it implies that the retail market in Jakarta needs to improve the system of services provided in the event of a service failure. This is done to prevent the occurrence of denying inclinations of consumers towards the company. It starts with providing appropriate facilities to receive customer grievance s in particular recovery facility which can quickly recover the service failure.

## **LIMITATIONS AND SUGGESTIONS**

This research has two main limitations. First, denying inclinations have not been divided into discrete constructs such as anger, anxiety, and regret. Researchers considered all discrete denying inclinations as a single construct. The analysis is conducted on the relationships among discouragement, denying inclinations, coping behaviors, and repurchase intentions. However, different discrete denying inclinations can cause different coping

behaviors. Similarly, different coping behaviors will have different influences on repurchase intentions. More academic fields are needed to be done in order to understand the influence of discrete denying inclinations on coping behaviors. The second limitation of this study is that the research object (i.e. services) discussions are restricted within the retail market. It is highly recommended that generalization of research needs should be conducted in various industrial sectors and avoids research within specific markets.

This research suggests that a comprehensive examination of other relevant aspects is warranted. Future study should examine the interplay of all inclinations and copes behaviors as they relate to post-purchase decisions in e-commerce. Contextual factors such as social norms, cultural contexts, and customer's characteristics may influence the relationships between inclinations and coping behaviors. This study provides evidence on the influences of denying inclinations on understanding customers' post-purchase behaviors in e-commerce. This paper provides some insights regarding the relationships between denying inclinations, a restricted set of coping behaviors, and customers' repurchase intentions. Researchers hope that the results will stimulate further research on inclination and customers' post-purchase behaviors in e-commerce such as Sampaio, Ladeira, & Santin (2017) research.

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